

SELECTION PROGRAM STANDARDS

SECTION 1300

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PURPOSE

To provide examination program and staffing standards to ensure that departmental civil service testing processes result in the job-related assessment of candidate qualifications.

The State Personnel Board is responsible for overseeing the State's decentralized selection system and ensuring that departmental testing activities result in merit-based, job-related selection decisions in the civil service. It is the intent of the State Personnel Board to foster consistent and equitable selection standards for State agencies and departments conducting civil service examination processes.

AUTHORITY

Constitution of the State of California, Article VII, Section 1 (b)
In the civil service permanent appointment and promotion shall be made under a general system based on merit ascertained by competitive examination.

Government Code Sections

18500	18930	18950
18701	18930.5	18951
18710	18937	19702.1
18900		

Americans with Disabilities Act

California Fair Employment and Housing Act

Civil Rights Act of 1964, Title VII

Civil Rights Act of 1991

Principles for the Validation and Use of Personnel Selection Procedures

Standards for Educational and Psychological Testing

Uniform Guidelines on Employee Selection Procedures
(29 CFR 1607)

POLICY SUMMARY

The State's civil service testing activities shall ensure that individuals hired into and promoted within the civil service are selected on the basis of their job-related qualifications. Such selection decisions shall be free of illegal discrimination and political patronage. Through the use of sound, job-related examination processes, individuals who possess the requisite qualifications to perform successfully on the job can be identified and considered for hire and promotion in the civil service without regard to non-job-related or illegally discriminatory criteria. Employment testing conducted soundly and in a job-related manner provides a fair and cost-effective means of identifying individuals who possess those qualifications required for successful job performance.

As a specialized profession within the human resources arena, employment testing requires specialized staff expertise in order to ensure that testing activities are conducted in accordance with recognized legal and professional standards. Given this specialized nature of employment testing, departmental examination programs should adhere to the examination program and staffing standards presented herein to further ensure that the State's civil service examination processes meet the following criteria:

- The examination processes are merit-based.
- The examination processes utilize selection instruments that provide for the job-related assessment of candidate qualifications.
- The examination processes adhere to mandated legal requirements.
- The examination processes emulate recognized professional standards and principles for employment testing.

**EXAMINATION
PROGRAM
STANDARDS**

The following examination program standards have been developed to ensure the quality and soundness of departmental examination processes. The standards are applicable to the full range of selection procedures that may be used in an examination process as stand-alone components or in combination with one

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another, including, but not limited to, interviews, written examinations, work sample exercises, performance tests, supplemental application forms, and measures of training and experience.

The standards provide specific direction to agencies and departments in the design and development of employment testing processes and individual selection instruments. Such direction calls for examination program activities to comply with existing legal and professional standards and principles as outlined by a myriad of legal and professional references, including the *Uniform Guidelines on Employee Selection Procedures*, the Civil Rights Acts of 1964 and 1991, the Americans with Disabilities Act, the California Fair Employment and Housing Act, the *Principles for the Validation and Use of Personnel Selection Procedures*, the *Standards for Educational and Psychological Testing*, and relevant court decisions, as well as professional literature.

Civil service examination processes shall include the following:

1. The use of job-related scoring models for examination processes and the individual selection procedures comprising the examination processes (that is, determining the use of specific selection procedures and the relative weighting of those selection procedures in the examination process based upon job analytic data)
2. The use of soundly developed, job-related examination processes and individual selection procedures, developed based upon job analytic data, subject matter expert input/expertise, and in adherence to recognized legal and professional standards
3. The use of selection procedures appropriate to assess those KSAs identified as important for successful job performance and required-upon-entry to the job (that is, basing the use of specific selection procedures on the appropriateness of the selection procedures to adequately measure the KSAs identified for assessment based upon job analytic data)

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4. The use of job-related scoring criteria to assess candidate qualifications and performance in each selection procedure comprising the examination process
5. The use of job-related, defensible pass points
6. Documentation linking the content of the examination process and its individual selection procedures to the content requirements of the job classification for which the examination process is conducted
7. Documentation linking the scoring model of the examination process and its individual selection procedures to the content requirements of the job classification for which the examination process is conducted
8. The establishment of eligible lists which (a) are comprised of those candidates who have competitively demonstrated their competency to perform in the job classification for which the examination process is conducted and (b) indicate in score-order those candidates who have demonstrated greater levels of competency to perform in the job classification for which the examination process is conducted

**STAFFING
STANDARDS**

Each agency and department should ensure that its examination program is staffed by professionals possessing testing expertise to ensure the quality and soundness of departmental testing efforts and to promote the use of sound, job-related testing processes within the agency/department.

Each agency and department should ensure that its examination program is managed by a technically competent unit manager and/or supervisor(s) possessing testing expertise to monitor and guide the work activities of Examination Unit staff, as follows:

Examination Manager

- Manage Examination Unit activities and projects
- Supervise Examination Unit supervisors and/or staff

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- Serve as departmental testing expert and provide testing expertise in response to selection-related questions and issues raised by examination staff and departmental staff, as well as other departments' examination units
- Ensure the quality and soundness of departmental testing activities
- Establish and implement performance expectations for Examination Unit staff
- Ensure that Examination Unit staff are fully trained and competent to conduct assigned testing activities
- Ensure departmental adherence to SPB policies and guidelines in relation to testing activities
- Ensure departmental adherence to legal requirements pertaining to employment testing
- Ensure departmental adherence to recognized professional standards and principles pertaining to employment testing
- Promote the role of sound testing and selection in departmental hiring/staffing efforts
- Advocate sound testing and selection in departmental hiring/staffing efforts
- Ensure that testing/assessment standards, principles, legal requirements, and SPB policies and guidelines are communicated to departmental management, as necessary to facilitate departmental support of and adherence to sound testing and selection practices
- Stay abreast of current trends and practices in the assessment field as related specifically to employment testing

Examination Supervisor

- Assist in the management of/manage Examination Unit activities and projects
- Supervise Examination Unit staff
- Serve as departmental testing expert and provide testing expertise in response to selection-related questions and issues raised by examination staff and departmental staff, as well as other departments' examination units

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- Monitor the work of Examination Unit staff to ensure the quality and soundness of departmental testing activities
- Establish and/or implement performance expectations for Examination Unit staff
- Ensure that Examination Unit staff are fully trained and competent to conduct assigned testing activities
- Provide expert guidance and oversight to Examination Unit staff in the design, development, and administration of examination processes and individual selection procedures, consisting of the full range of selection procedures including, but not limited to, interviews, written examinations, work sample exercises, performance tests, supplemental application forms, and measures of training and experience
- Monitor departmental testing activities to ensure adherence to SPB policies and guidelines relating to testing activities
- Monitor departmental testing activities to ensure adherence to legal requirements pertaining to employment testing
- Monitor departmental testing activities to ensure adherence to recognized professional standards and principles pertaining to employment testing
- Promote the role of sound testing and selection in departmental hiring/staffing efforts
- Advocate sound testing and selection in departmental hiring/staffing efforts
- Ensure that testing/assessment standards, principles, legal requirements, and SPB policies and guidelines are communicated with departmental management, as necessary to facilitate departmental support of and adherence to sound testing and selection practices
- Stay abreast of current trends and practices in the assessment field as related specifically to employment testing

**STAFFING
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continued...**Examination Analyst

Each agency and department should ensure that its examination program is staffed by a technically proficient analyst staff possessing assessment training and expertise consistent with either journey-level or entry-level competency to adequately perform the duties of an examination analyst with sufficient technical supervisory oversight, as follows:

- Conduct job analysis studies of varying degrees of complexity utilizing recognized, legally defensible job analysis methodologies
- Design and develop job-related, content-valid, legally defensible examination processes and individual selection procedures, consisting of the full range of selection procedures including, but not limited to, interviews, written examinations, work sample exercises, performance tests, supplemental application forms, and measures of training and experience
- Administer and/or oversee the administration of a variety of selection procedures, including, but not limited to, interviews, written examinations, work sample exercises, performance tests, supplemental applications, and measures of training and experience, ensuring accurate, standardized, and fair administration for all candidates
- Document the content validity of examination processes and individual selection procedures developed and/or administered as part of departmental testing activities
- Interpret item analyses and examination statistics to determine instrument soundness and the extent to which instrument performance could be improved
- Establish job-related pass points for a variety of selection procedures using examination statistics, empirical data, and subject matter expert input/expertise
- Provide testing expertise in responding to selection-related departmental questions and issues
- Stay abreast of current trends and practices in the assessment field as related specifically to employment testing

**AVAILABLE
RESOURCES**

A multitude of resources are available to agencies and departments to assist in meeting the program and staffing standards set forth herein. Such resources include, but are not limited to, the following:

Books and Publications

Refer to *Appendix B* in this manual for a listing of foundational books and publications focusing on employment testing and the assessment profession.

Professional Organizations

A number of professional organizations exist to provide a means for locating and staying abreast of current professional practices. Agencies and departments are encouraged to network with one another, as well as with other agencies and organizations in both the public and private sector, to foster an awareness of the latest professional best practices related to employment testing activities, inclusive of recruitment, candidate assessment, and hiring methods. *Appendix C* in this manual provides a listing of human resources and assessment-related professional organizations.

Formal Training and Education

The State Personnel Board offers a number of courses addressing a myriad of assessment-related topics and concepts. In addition, the State Personnel Board has developed the Selection Analyst Training program, a 12-course curriculum designed to provide examination staff with the tools and techniques necessary to develop sound, effective examination processes. Information regarding these training opportunities and the State Personnel Board's Technical Training Program is available on the State Personnel Board's website at www.spb.ca.gov/spbtrain.

A variety of courses related to assessment and employment testing are offered through local colleges and universities. These courses include those offered through formal degrees of study, as well as those offered through school-sponsored extension programs. Information regarding such courses and programs of

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study is available by contacting the specific institutions.

Training courses and seminars are also available through professional organizations, such as those listed in *Appendix C*, and independent consultants engaged in the development and delivery of assessment-related products and services. Information regarding consultants can be obtained by networking with other assessment professionals, conducting searches on the internet, and through contact with professional organizations.

State Personnel Board

State Personnel Board staff are available to assist agencies and departments in identifying resources for staff development and program improvements related to departmental examination testing activities.